

*Materials of Conferences***THE PRACTICAL EXPERIENCE
OF CREATION OF SYSTEM OF SERVICES
FOR CONSUMERS ON B2B ENTERPRISE**

Petrovsky E., Kazantseva A.

*Siberian Federal University, Institute of oil and gas,
Krasnoyarsk, e-mail: wert7-84@mail.ru*

The Russian companies come gradually to understanding that high quality of servicing becomes one of the important tools in competitive fight.

The studied enterprise is the leader in Russia in sale of automobile components for foreign cars on B2B market. The enterprise has the warehouses and the network of branches on all country.

The question of building of the transparent system of description of providing services for customers is appeared. This question is connected with developing of the company and desire to be unique for market. The company doesn't produce to itself. It is the distributor between the producer and buyer. The «goods» of the company are services provided to the clients. Some specifics of services are: the moment of consumption and providing service coincide, it is impossible to estimate its quality before consumption of service or it is possible only indirectly, not in full volume. It is necessary to identify accurately service and to define for whom it is addressed for operating of the quality of service.

The company professes a process approach in the work. But it is not enough to have the registered standards of processes and follow them. The process management can lead to the success only when the enterprise has the specific measured goals [1] in long-lasting period. It is possible to present the mechanism of quality management of service as system from object – the enterprises, the subject – the consumer [2]. Planning of a package deal is not separable from the consumer. The studied enterprise faced that it is impossible to serve all clients with an identical level of quality from the point of view of management of costs and efficiency. There are existing the significant factors of cooperation for each client. These factors have the value and importance for this concrete client. This client is ready to pay for these factors. That's why company should identify the needs of customers and give them what they really want. This way helps managing the costs of service. The company realized that to be good for all it is impossible, attempt to be good for all, means to be bad for all in own way.

The problems of company can be formulated as: the absence of the documentary description of services provided by the company led to gaps between expectations of clients and to actually rendered services; the company couldn't estimate cor-

rect the costs of quality and operate them in the set limits.

How do we could construct the transparent system of services which would be the most considering inquiries of each group of consumers and possibility of the company? The group of heads of sales departments and the staff of department of standardization was created for answering to this question. Work and endurance stages from stages are presented below.

1. The first stage was the working of group with vision, mission and values of the company for finding the answers to the questions: How do we and our clients see the enterprise in the successful future? What are our business processes? How do we operate with our clients and with each other?

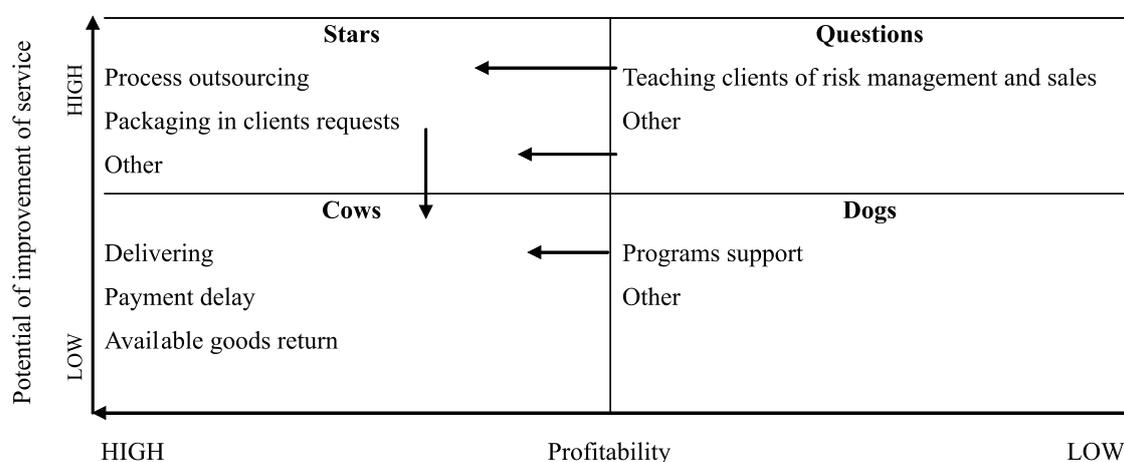
2. The second stage was the working with existing client's classification in accordance of answering of the questions on previous stage and customers specifics. It was the task to make the classification more structured and clear. All clients were analyzed from the point of view of their arrangement, the status, modes of work with them and their kinds of activity. The typology was expanded by the new categories of clients which company wants to see in future. The cluster analysis was used at this stage.

3. After building the classification of clients the project group made analysis of services provided to customers. They answered the questions: What do we do for our customers now? What could we do more? Does it actual in competitive point of view? After answering these questions the set of services was expanded in accordance with the company vision in the future. The brainstorm method was used on this stage. The group found several important criteria and estimated services by these criteria. These criteria were: realization possibility of service in a half of a year; the costs of this service; expected effect from realization; uniqueness among competitors. The estimation also included the separation of the services as basic (main) process/not main process for business and in accordance with the processes model of the company. The results of this work were combined with classification of the clients. In additional all services were ranked by customers importance. Ranging considered the total point reflecting the weighed assessment of service. Table 1 illustrates the part of example of the results (with a view of the confidentiality).

4. The services were estimated by expert group of sales departments. The total results were analyzed by BCG method. This matrix gives understanding to the company management and owners of processes x in making decisions in improvements and developing [3].

Analysis of customer's services

Services	Criteria					Summary
	Realization possibility in a half of a year (0 – no / 1 – yes)	Costs (1 – max, 3 – min)	Expected effect (1 – min, 3 – max)	Uniqueness (0/1)	Main/not (1/0)	
Consultation on processes	0	1	3	1	0	5
Outsourcing	0	1	3	1	0	4
Delivering	1	1	3	0	1	6
Payment delay	1	2	2	0	1	6
Advertizing support for customers	1	2	2	0	0	5
Franchise	0	2	2	1	0	5
Other



5. The last step of design group working was development of recommendations in creations of document of client service segmentation. BCG analysis results would be including in partners programs with customers.

The reasons of existing of the service package are:

1. This package makes the technology of service transparent for participators and responsible faces. Description of the services allows us to translate services into numbers and then estimate costs of providing of the service with efficiency.

2. This package should be tie with clients' segmentation for evaluation of service cost and optimization. Then enterprise understands clients better

3. This approach makes service more personalized for customers and increases the level of their satisfaction from working with company.

Conclusions: The importance of such approach to formation of system of indicators consists not only in obtaining concrete quantitative data on functioning of processes and increase of appeal of provided services, but also allows to establish ac-

curately formulated and real purposes of business process, considering requirements of the main interested parties, to find adequate criteria for an objective assessment of achievements of the purposes of process.

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